



Louis Brier
Home and Hospital

Communications Plan

2018



About Louis Brier Home & Hospital

Located in the Oakridge area of Vancouver, B.C., Louis Brier Home and Hospital (LBHH) is a 215 bed accredited residential facility situated next to the Weinberg Residence (WR), home to 40 assisted living and 20 private pay complex care residents. Our mission at Louis Brier Home & Hospital is to provide exemplary care to residents and families within a supportive and caring community, consistent with Jewish values and traditions. As innovative leaders in eldercare, our vision is to enrich the quality of life of seniors in everything we do.

Follow us on **Facebook** (<https://www.facebook.com/Louis-Brier-Home-Hospital>) and **twitter** (@louis_brier).

Vision: As innovative leaders in elder care we enrich the quality of life of Jewish seniors.

Mission: To provide exemplary care to our residents and their families within a supportive and caring community, consistent with Jewish values and traditions.

Values – CHAI (Hebrew for “LIFE”)

- Caring
- Health & Safety
- Accountability
- Integrity

Our Reach

- 390 Employees
- 30 Physicians
- 350 Volunteers
- 215 Residents – Louis Brier Home & Hospital (and their families)
- 60 Residents – Weinberg Residence (and their families)

Purpose

Louis Brier Home and Hospital and Weinberg Residences' LBHH WR) Communications Plan (the "Plan") is intended to guide the organization in communicating with its residents, people, community and community partners. It is recognized that good communication is everyone's responsibility. The Plan has been created to ensure that stakeholders are informed of appropriate activities and actions of the facility. The Plan will also serve to improve the facilities communications culture and enhance capacity for proactive strategy.

Through the support of the Facilities Leadership Team and the Action Plan, LBHH and WR will develop and implement ongoing strategic communications initiatives. The organization is committed to providing honest, timely and straightforward communications, demonstrating the value of mutual respect and integrity to all stakeholders. The fundamental purpose of this Plan's efforts is to present a clear and concise framework for communicating.

Mechanisms are in place to ensure the provision of succinct and relevant organizational information to both internal and external audiences.

Objectives

As part of our Strategic Plan, LBHH and WR has identified six organizational goals:

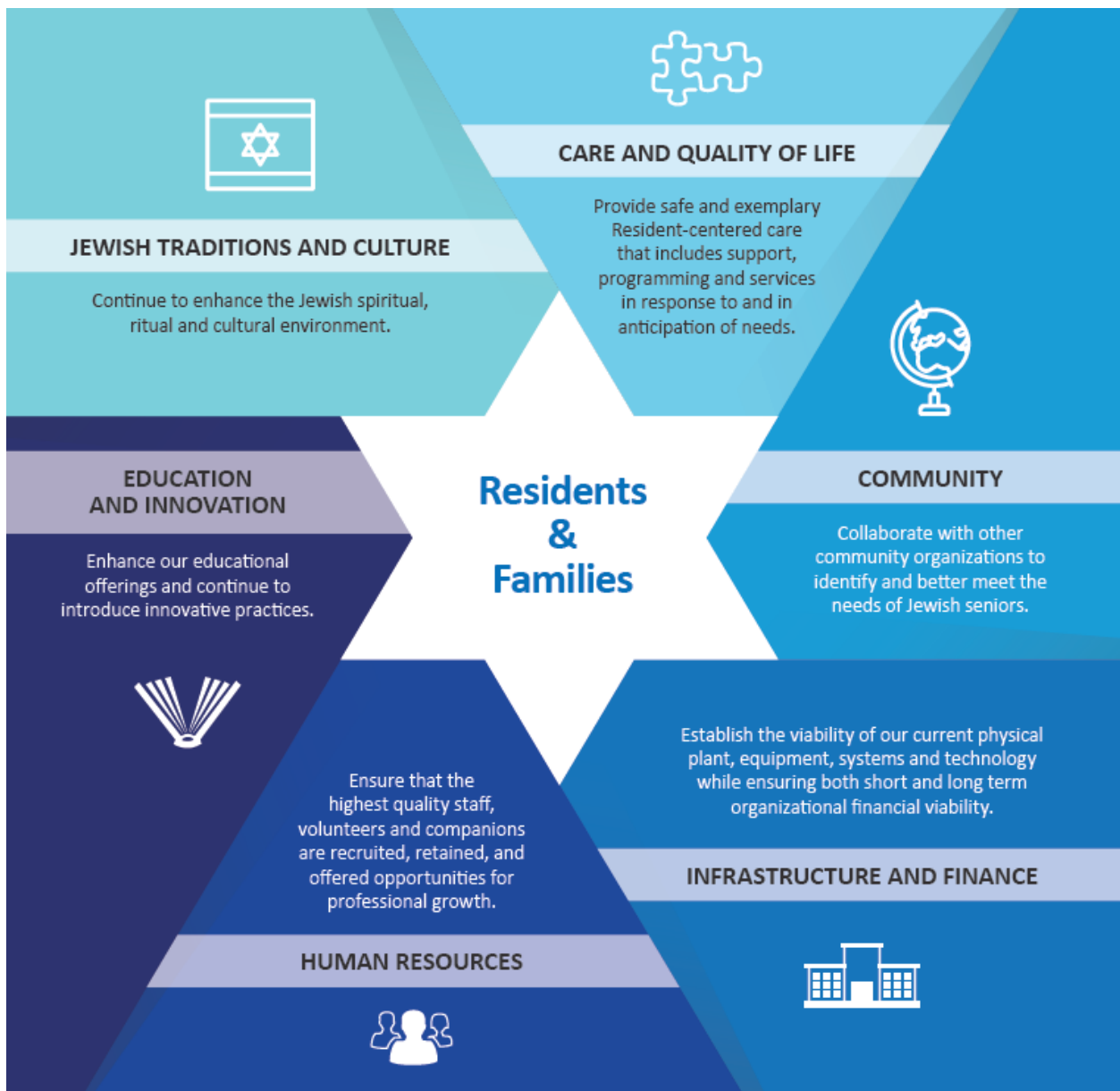
- 1) Care and Quality of Life – Provide safe and exemplary Resident and Family Centered Care (RFCC) that includes support, programming and services in response to and in anticipation of needs.
- 2) Jewish Traditions and Culture – Continue to enhance the spiritual, ritual and cultural environment.
- 3) Community – Collaborate with other community organizations to identify and better meet the needs of Jewish seniors
- 4) Infrastructure & Finance – Infrastructure – Ensure the viability of our current physical plant, equipment, systems and technology Finance – Ensure both short and long term organizational viability
- 5) Education & Innovation – Enhance our educational offerings (for staff, families, students and others) and continue to introduce innovative practices
- 6) Human Resources – Ensure that the highest quality of staff, volunteers and companions are recruited, retained, and offered opportunities for professional growth

To support the organizational goals, this Plan aims to ensure that staff, physicians and volunteers are well informed about the organizations strengths, opportunities for improvement and strategic directions to allow them to speak knowledgably and to understand the various communication means and mechanisms.

Background

The need for coordination of communication activities and planning was identified in the 2009- 2014 Strategic Plan and is also a requirement of Accreditation Canada.

The most recent LBHH and WR Satisfaction Report¹ shows a high level of satisfaction amongst the respondents, both overall and in key areas related to staff and communication.



The position and activities of the Louis Brier Foundation within British Columbia also show support and ownership of the facility within that community.

Key Strategies and Approaches

The following strategies and approaches have been gathered from health care organizations and associations¹ across Canada. They can be considered as best practices in health care communications.

- 1) Relationship building is the key to successful communications and brand image. There is no substitute for personal contact and making a genuine effort to listen and respond to the wants/needs of others. Conversely, poor relationships will negate any and all other efforts to project and cultivate a positive image. Efforts must continue to strengthen the connection between management, physicians, staff, volunteers and the public.
- 2) The connection between the caregiver and resident (and his/her family by extension) is critical. The resident's experience will supersede any and all other efforts to shape his/her perception of the organization. Additionally, the word of mouth recount of that experience will be far more effective in creating a positive – or negative – impression among members of the general public than any other type of communication.
- 3) A successful communications plan must be proactive in identifying and coordinating tactics and messages. However, equally important is the capacity to be able to react quickly and effectively to unforeseen/unplanned developments or events.
- 4) Promote and build upon successes. "Accentuating the positives" allows an organization to project a positive public image while recognizing the contributions of its internal audience..."win-win." Actively look for opportunities to promote good work and successes
- 5) Continuously seek out and act on feedback from internal and external audiences (surveys, rounding, etc.). This serves to both provide important information to improve operations, services, efficiencies, etc. and to build and nurture relationships.
- 6) Take advantage of synergies. Wherever possible, use one tactic or success to promote or support others (e.g., staff recognition can increase satisfaction and also promote the organization to the general public; communications vehicles or messages can be utilized in multiple ways).
- 7) Matters of significance should always be communicated to internal audiences before public dissemination.
- 8) A common look, feel and approach to communications is important. This includes, but is not limited to, presentations, letterhead, memos and publications.
- 9) Remain resident and family focused. Building a brand takes time. Rebuilding or rehabilitating a brand takes even longer. It requires continued, consistent, and persistent range of activities that help build or re-build trust, as well as help establish new relationships and endeavors that demonstrate innovation, creativity, and commitment.

¹ Health Care Public Relations Association Canada (HCPRA), Ontario Hospital Association (OHA), Canadian Healthcare Association (CHA), Health Employers Association of British Columbia (HEABC)...

Audiences

This summary list of audiences has been considered in the development of the communication tool listing. It should also be reviewed and considered when there is a need to plan for future communication.

Internal Audiences

- Facility Staff
 - RN
 - LPN
 - Care Aides
 - Dietary Staff
 - Social Work
 - Rehabilitation
 - Recreation
 - Infection Control
 - Quality & Risk
 - Housekeeping & Laundry
 - Maintenance
 - Allied help
 - Administration
- Weinberg Residence
- Louis Brier Foundation and Auxiliary
- Residents
- Companions
- Volunteers (350)
- Senior Leadership Team
- Board of Directors
- Contracted Services

External Audiences

- Families
- Unions and Professional Organizations
 - Vancouver Coastal Health
 - Jewish Federation of Greater Vancouver
 - Jewish Seniors Alliance
 - Denominational Health Association
 - BCNU, HEU, HSA
 - Jewish Family Services Agency
 - Jewish Community Centre
 - UBC, Langara, VCC, Students
 - Health Employees Association of B.C.
 - Local synagogues
- Doctors
- Pharmacy
- Service Providers
- Students
- General community

Media Relations

The media plays a major role in shaping perceptions in general and about LBHH and WR and its staff in particular. It is very important that media presence be embraced and used whenever possible to communicate Louis Brier’s successes to help foster a positive image of the organization, its staff, volunteers, and physicians.

Louis Brier Home and Hospital and Weinberg Residence needs to respond promptly to all media requests and/or inquiries and be as open and helpful as possible. Members of the media have a job to do. By being responsive and providing them with what they need, they will be able to do their jobs better and will appreciate the support they receive from Louis Brier, in turn this will prevent and/or decrease instances of reporting inaccuracies and misunderstandings. This will not stop reporting of negative events when warranted, but should provide a “neutral” starting point when looking for story lines or “angles”.

Policy

Louis Brier has a Media Communication Policy (Refer to **AJ0200 - Media Relations**) and a Social media Policy (Refer to **AM0340 – Social Media**). The Louis Brier Media Communication Policy provides clear direction on the handling of media requests. The CEO of the LBHH and WR is the key spokesperson for public messaging about the facility, including services, level of care, finances, staffing, and its place within the community. With respect to Governance matters, the Chair of the Board of Directors is the key spokesperson in coordination with the CEO.

Communication Tools

Tool	Purpose	Frequency	Primary Audience
Annual Report	Following the Annual General Meeting, the Facilities annual report is released electronically on LB website. Hard copies are made available for resident, staff, physician and visitor use. Social media and a News Release further support the annual report promotion	Annually	All public audiences,
Annual General Meeting	The Annual General Meeting is aimed at presenting and sharing organizational information to garner support, invite input, and share common messages to internal and external stakeholders specific to the work and services range of provided by the organization	Annually	Internal and external stakeholders to including but not limited to, residents, family members, internal and external stakeholders and their representatives
General Staff Meeting	The general staff meetings were established as a result of a number of considerations to include, but not limited to, staff input, best practices for communication and information sharing, and input from our care recipients and their families. Staff meetings are also a valuable opportunity to share and inform staff of upcoming events and engage in a meaningful exchange of information and feedback, as well as gauge staff morale and engagement.	Monthly	LBHH and WR employees, volunteers, and physicians
Monthly Newsletter Snider Schmooze	The newsletter has evolved over time and has become significantly more responsive and informative and includes information pertinent both for the LBHH and	Monthly	Staff, Family, Residents, as well as external stakeholders and partners such as VCH, JCC, JF, JSA etc.

Tool	Purpose	Frequency	Primary Audience
	<p>WR residents, as well as external stakeholders, partners, and families. It features information in relation to current industry information and hot topics, coming events, news taking place at the LBHH and WR, Progress reports on various activities within the organization, and other social and recreation events that occur in the facility, and provides additional information on people and programs. It is available in print for pick-up in high traffic locations, electronically on the LBHH and WR website and intranet, and is electronically sent to all external stakeholders and partners.</p>		
<p>@louisbrier.com email.</p>	<p>Share relevant and timely internal information, events, staff changes, education, external newsletters and other content, etc.</p>	<p>As needed.</p>	<p>LBHH and WR employees.</p>
<p>Facility tours</p>	<p>Tours are part of the organizational commitment to improve familiarity with the environmental context within which the facility operates and delivers services. For those considering the organization as a residential option, tours are required to avoid future misunderstandings and conflicts. Although in some circumstances (such as first available bed offer for residents discharging from a hospital) tours may not be an option due to time constraints</p>	<p>As needed.</p>	<p>Families, Board member orientation</p>

Tool	Purpose	Frequency	Primary Audience
	<p>and other limiting factors. For board member the organizational tours provide an essential visual to help connect the vision, mission, and strategic priorities of the organization to the environment in which these elements occur.</p>		
<p>Nursing/ Care Aide Practice meetings</p>	<p>Regular monthly meetings that are inclusive where the contribution, knowledge and skills of nursing leaders and front line staff are drawn upon and valued. It is a forum for innovative ideas, education, information and sharing. Best practice guidelines and professional standards are reviewed Front line staff are encouraged to participate in leading their practice</p>	<p>Monthly</p>	<p>Staff – Resident Care Team</p>
<p>Care Conferences</p>	<p>At the time of admission, a nursing and medical assessment is completed, and a plan of care is formulated with input from the resident, family, physician and the interdisciplinary team. A Resident Care Conference is held six weeks post admission and annually, or more if required. This offers an opportunity for all parties to communicate and maintain a consistent approach to the care and quality of life for the resident. This conference is an excellent opportunity to share information in a formal setting, at a scheduled time with all interdisciplinary departments’ representatives.</p>	<p>Six weeks post admission, and annually</p>	<p>Resident, Family, Interdisciplinary Care Team</p>

Tool	Purpose	Frequency	Primary Audience
	<p>The Executive Director of Resident Services and are also available for family conferences at other times, if required. Concerns or questions can be addressed to the nursing staff at any time.</p> <p>This provides a forum where residents and families are encouraged to take part in the assessment, planning of care and the evaluation of outcomes</p>		
<p>Media Advisories Media Guide News Releases</p>	<p>Share public events and/or documents with media</p> <p>A basic Media guide to Louis Brier’s services, basic statistics and media contacts should be prepared and made available to the media, through the website</p> <p>Share public announcements and information about the facility that may be of interest to media. Outlet for providing positive messaging about facility programs and services</p>		<p>Media, Public(dependent on media uptake)</p> <p>Media, and indirectly all public audiences</p> <p>Media, Public(dependent on media uptake)</p>
<p>Newspaper Advertisements</p>	<p>Public, direct promotion, in the Jewish Independent.</p>	<p>As needed.</p>	<p>Public</p>
<p>Program/Service Brochures and Posters/Resident and Family information manual</p>	<p>Designed for resident information and presentation materials These are developed as needed by program leaders using the corporate Branding Guidelines (in draft)</p>	<p>As needed.</p>	
<p>Senior Leadership Team</p>	<p>The Senior Leadership Team meetings have been created for the purpose of face to face time protected space to allow the</p>	<p>weekly</p>	<p>Leadership team</p>

Tool	Purpose	Frequency	Primary Audience
	<p>senior leaders of the organization to connect, exchange information, seek peer feedback and input. The outcome of the meetings are two fold, on a professional level there is an increased level of collaboration and exchange of information, and on a personal level there is an increased level of knowing each other which helps strengthen the professional and interpersonal bond among peer group members which is essential in role modeling the principles of leadership and collaborative work environment internally and externally to the organization</p>		
Internal Bulletin Boards	<p>For materials promoting LBHH and WR activities and messages of interest to the public and staff. These are also ideal venues to promote successes and our staff/ volunteers/ physicians.</p>	As needed.	Public and staff.
Rounds	<p>Purposeful unit rounds are conducted by the interdisciplinary team to meet resident care needs, ensure resident safety, decrease the occurrence of resident preventable events, and proactively address concerns. These rounds are based on best practice guideline, all care and service identified quality indicators are discussed for each resident by LBHH</p>	Biweekly	Interdisciplinary care team
Senior Management walkabouts	<p>Opportunities for one-on-one interaction with staff and residents</p>	Weekly	Staff, Residents, and families

Tool	Purpose	Frequency	Primary Audience
Website	To communicate the services offered by Louis Brier, provide a location for public reports and plans, and for general promotion and messaging.	As needed	Public audiences
Intranet	Used as a portal for departmental and committee filing. Announcements are communicated via the home page. The intranet supports digital best practices. Create workflow that is more intuitive to today's user and drive staff to review communications using this digital stream.		Staff
Social Media	Expand our reach and support community engagement efforts. Guided by an internal social media policy (AM0340 – Social Media), the Communications department creates and maintains our presence on Facebook, twitter, and LinkedIn. Pages are regularly updated with timely content and photographs related to facilities activities, services, disruptions (e.g. flu outbreak), provincially-recognized health topics, and wellness content.	3 x per week	Public, staff, residents
Education Calendar	The Education department promotes quality resident care by the provision of a variety of educational opportunities for staff from all departments and managers. Adhering to ongoing competence, current knowledge of evidence based practices, and continuous learning by staff is directly related to the quality of	On-going	Staff, residents, families, volunteers, companions

Tool	Purpose	Frequency	Primary Audience
	care we provide to our residents. Each year education department in collaboration with the interdisciplinary team develops an education calendar based on identified needs and ongoing best practice guidelines. A monthly education calendar is released to staff via email, intranet and education board.		
Quality conversation boards	A quality conversation is a weekly, 15 minute huddle with the purpose of regularly discussing quality initiatives on the unit. <ul style="list-style-type: none"> • Problem Solving - staff can look at data about their unit to brainstorm and problem solve together as a group. • Team Building - and opportunity for teams to work together and celebrate achievements. 	1 x Week (different days for each unit)	Staff, Residents, and families

Evaluation and Outcomes

The following are a listing of potential outcomes for measuring how well the objectives of this communication plan are accomplished:

Internal

- Suggestion Box
- Intranet Traffic
- Attendance at Meetings
- Attendance at education
- Staff & Resident Satisfaction Surveys
- Accreditation Canada

External

- Social Media Followers and Likes
- Donations to the Louis Brier Foundation
- # of Volunteers
- Family Satisfaction Surveys